

Winter 2018

TRUSTtalk

Magazine for staff, members, volunteers and people who use our services



Population Health

Stephen Fry Joins
PsychART Conference

We care We respect We are inclusive



East London
NHS Foundation Trust

Chief Executive FOREWORD



Dr Navina Evans

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IF I was to sum up activity in the Trust in the last few weeks, I would have to say we have been in the spotlight more than any other time I can remember – and in a good way. It is so nice when the hard work and endeavours of our staff are noticed and recognised.

In November, we welcomed Professor Jane Cummings, Chief Nursing Officer for NHS England, and Jane Clegg, NHS England's Director of Nursing who met staff and service users at the John Howard Centre, our North East London Regional Forensic Unit. As you will see on page 6, they were impressed with the way the service has reduced incidents of verbal and physical violence across the whole site and said we should be 'shouting from the rooftops' about our success in this area.

We also hosted a visit from The Minister of State for Health and Social Care, Caroline Dinenage, which centred on community health services in Newham. She was interested in the way services are using technology to speed up the way staff co-ordinate support for patients and record interventions, its role in Rapid Response services reducing hospital stays and supporting people in their own home, and the use of Telehealth to support self management. She also heard about work underway to support homeless people in the borough.

National treasure Stephen Fry, the actor, writer and director went down a storm at the PsychART 2018 Conference. The Trust partnered with ELFTArts as well as colleagues from the Royal College of Psychiatrists to produce and host the event. (Page 9)

You will see on page 7 that the Trust is leading the way in making use of its share of a £78m NHS Digital Prescription Programme to further improve patient safety through the introduction of ePrescribing. ELFT is one of 13 NHS Trusts that is the first to receive a share of £78m to support electronic prescribing and medicines administration (ePMA).

Our Tower Hamlets Child and Adolescent Service was featured in an ITV news programme as the team are bucking a national trend and have one of the lowest waiting lists to children and young people to be assessed. (Page 10)

If you have been watching a BBC 2 TV show at called 'Babies: Their Wonderful World' you will have spotted Newham doctor, Dr Guddi Singh, who is on the cover of this issue of Trusttalk. The show takes a look at the science and psychology behind some of the key developmental milestones in the first two years of life. (Page 3)

On 3 December, the Trust joined in the #PurpleLightUp campaign, an international campaign that celebrates the contribution of disabled people across the globe. It was an opportunity for myself and the Trust Board to acknowledge how much we value the contribution of staff with a disability who have insight into the barriers facing fellow staff and our service users.

As we go to press, the Government is debating Brexit deal. Along with other NHS organisations, we have been closely following the Brexit discussions and trying to understand what the impact of the various options will be on our staff and on our services. In advance of the agreement, we are running a series of information sessions for EU staff led by the Trust's lawyers to provide guidance. I want to ensure staff affected know they are an important part of the organisation and are fully supported.

On page 15, we welcome three new Non-Executive directors, Aamir Ahmad, Anit Chandarana and Eileen Taylor who join the Trust Board to help us on the next stage of our journey. I would like to thank and pay tribute to Kingsley Peter, Millie Bannerjee and Paul Hendrick for their careful steerage and guidance to the senior team.

As we move into 2019, I have been reflecting on how the Trust is progressing with the organisational strategy we agreed earlier this year. Looking through the pages of this issue of Trusttalk, I am struck by how immersed we already are in working to achieve our strategic aims. Each article speaks to or addresses one of our key outcomes - that is, to improve population health (see page 3), improve experience of care, improve staff experience and improve value. I feel we have made a good start and the strategy has helped us to focus on the needs of our communities, and what we need to do to be an effective organisation. It will be my mission in 2019 to further this work.

I wish you all the best over the festive season. A special thank you to staff who are working over the holiday period. I wish you all a happy and peaceful new year.

Dr Navina Evans



REGISTRATIONS are open for the annual ELFT Quality Conference 2019. The event will take place on 14 May 2019 at CentrEd@Excel, from 9:00am to 1:30pm, with a networking lunch. The programme includes keynote address by Jason Leitch, National Clinical Director in Scotland; breakout sessions; project presentations and much more.

Tickets for staff, service users, carers and governors are free of charge, but early registration is highly recommended.

Full details and registration at <https://qi.elft.nhs.uk/event/quality-conf-19/>

Trust Doctor's Starring Role as BBC TV Presenter

DR Guddi Singh from the Trust's Newham services presented a three part BBC TV show at called 'Babies: Their Wonderful World.'

The show takes a look at the science and psychology behind some of the key developmental milestones in the first two years of life.



'It is part of one of the biggest studies on baby development ever done, and it brings together the latest findings of early brain development across the field. It was a huge project, drawing in hundreds of babies as well as researchers from all over the world. Recreating the science for the show was a real challenge! As a clinician, my role is to help communicate the science to the public. Hopefully, you will find it interesting and eye-opening - as well entertaining!' said Guddi.

Dozens of families from across the country took part in the making of the show. *'Science has made such massive progress in the study of the human brain in recent years, and more is being revealed every day. This is a genuinely important time to be working in this area of scientific research'*, explained Guddi.

The first part of 'Babies, Their Wonderful World' aired on BBC TV at 9pm on Monday 26 November.

What is Population Health and What is ELFT Doing About it?



ELFT is embarking on a new journey to improve the health of the populations we serve. But how are we going to do that and how can Quality Improvement help?

A whole load of ideas and energy emerged from the Big Conversation, a consultation with staff and service users in 2017 about the future direction of the Trust. As a result, the Trust has reshaped its strategy to include the aim of improving the quality of life for local communities.

CEO Dr Navina Evans, CEO, can't wait to get started: *"We want to do more for our service users, we want to do more for our communities. And that means thinking about individuals, their families, their carers - the whole population. So we want to improve what we offer to improve their health and wellbeing across the board."*

What is Population Health?

It is an approach aimed at improving the health of an entire population: thinking about physical and mental health, wellbeing and reducing inequalities.

According to Craig Donohoe, a service user based in Luton, certain needs of the population are not currently being addressed: *"I want*

individual staff at ELFT to have the future vision of a healthy population, and match that to their need as a great worker and a great contributor".

For Craig, this needs to be a joint exercise between healthcare leaders, staff and service users.

For Richard Fradgley, Director of Integrated Care at ELFT, the focus should be thinking about other factors affecting people's lives, in addition to mental health:

"It is very difficult to think about supporting people with mental health problems if you are not also thinking about their social circumstances, stability of housing, whether or not they have support with a meaningful activity like a job during the day and the nature of their relationships. And I guess that traditionally, that is the sort of thing that we have done, so we have a really good platform to build on. It is about taking that further and into the next steps of focus."

Making a Start

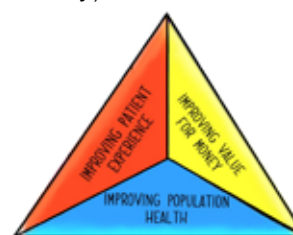
The Trust works across some of the most dynamic, diverse and growing populations of anywhere in England. Some areas of the Trust have very high levels of deprivation, which is strongly associated with poor health and life outcomes and impacts on health inequalities.

Most directorates have already started to think about outcomes and wellbeing, and forming partnerships with other organisations. Newham Adult Mental Health services, for instance, are working with two populations: people who are repeatedly admitted to services; and those who come to inpatient

units with poor physical health outcomes.

In Specialist Services, teams are working with older Asian and Asian-British men with diabetes; and young people aged 14-16 at risk of self-harm within a school.

In order to achieve these aims, the Trust is going to use the Quality Improvement method and apply the Triple Aim framework. (That is: improving patient experience, improving population health and improving value for money.)



Dr Amar Shah, Chief Quality Officer, aims to start by identifying the areas where the needs of the population are

not being met and where an intervention is needed. *"This work does not really start from thinking about a service and how to improve a service. But it starts from the point of a population. Really trying to understand what the assets (useful or valuable resources) are in that population and the community."*

CEO, Navina Evans, thinks this is a unique opportunity to be creative and innovative: *"I hope that this is a chance break down some of those blockages, frustrations and barriers that get in the way when we are trying to do things for our service users. This approach should be really good for them, and good for staff too."*

For more information, please visit the ELFT Quality Improvement website at <https://qi.elft.nhs.uk>

Behavioural Family Therapy Prioritising Support for Families

BEHAVIOURAL Family therapy (BFT) is an evidence based intervention recommended by the NICE guidelines for the treatment and support of people diagnosed with psychosis and bipolar affective disorder and their carers.

Carers have often reported feeling left out, not being involved by professionals and not given information. Yet they are left to care for their relatives 24 hours a day without support or training.

Although there is vast evidence and national guidance, the implementation of BFT has remained poor across the country.

It is therefore encouraging that ELFT embraces the NICE guidelines for psychosis by promoting, prioritising and supporting families using BFT. The aims of BFT include the following:

- To improve patient outcome (by promoting recovery, social functioning and reducing relapse risk)
- To improve carer's outcomes (by improving carer well being, reduce carer burden, promote coping)
- To improve family functioning or relationships (by enhancing understanding about psychosis, improve communication, reduce unhelpful patterns of interaction and promote family coping skills and problem solving)

Hackney-based Perpetua Robert and Corrine Maskell have been Meriden BFT trainers in City and Hackney since 2012.

They have offered and provided training, once every year to MDT staff including psychiatrists, clinical/counselling psychologists, nurses (community and in-patient), occupational therapists, social workers and support workers.



L-R: Malgosia Eaden (Manager, Think Ahead students), Corrine Maskell (PSI Practitioner), Joy Walker (Counselling Psychologist), Perpetua Robert (PSI Practitioner)

During the training attendees learn about:

- Policy and research around families and carers
- Working with carers and families
- Carer and family assessments
- Early warning signs
- Communication skills
- Problem solving
- Stress management

The training includes power point slides highlighting policy and research about working with families, watching DVDs including real life family therapists facilitating sessions with other professionals. DVDs also showed real life carers sharing their experience of family work. Last but not least, the trainees practised each module in role plays generating much discussion and reflection.

It has been a rewarding experience to include inpatient Family Champions in our training this year. The initiative of inpatient family services enables us to offer support and involve carers during their most challenging times. This demonstrates how, we, as a service/organisation are enabling an inclusive and seamless family service.

Mindful Sport Expanding Across Bedfordshire and Luton



A programme of healthy mind and body community activities open to all has now expanded across Bedfordshire and Luton.

The Trust has worked with partners across Bedford Borough, Central Bedfordshire and Luton to create a programme of 'Mindful' sessions that provide gentle exercise, opportunities to socialise and informal, friendly NHS support and advice on maintaining mental wellbeing. Activities include swimming, wellbeing walks, yoga, badminton, boxercise and table tennis.

The successful initiative started in Bedford Borough in partnership with Bedford Borough Council and Mind BLMK. It proved so successful the Trust has linked with other local authorities and partner agencies to launch Mindful initiatives in Central Bedfordshire and Luton.

"Every one of our sessions has been launched to provide a warm, welcoming and fun environment," said Health Development Coordinator Steve Muggridge, the Trust's project lead.

"They are here for anyone to enjoy a bit of gentle exercise and chat with some friendly faces about mental wellbeing and the small things in life which can make a big difference."

He added: *"Our Mindful programme is open to all and we love welcoming new faces. Come and join us."*

- Boxercise (Luton) 01582 604244
- Mindful Yoga (Central Beds) 01525 375765
- Mindful Sport (Bedford) 01234 718829 (www.bedford.gov.uk/sport)

Minister Praises Newham Community Services



THE Minister of State for Health and Social Care, Caroline Dinenage, pictured on the left with Marie Gabriel, paid a visit to the Trust's Newham Community Health services at the East Ham Care Centre in Shrewsbury Road on Wednesday 21 November.

She was given a tour by the Trust's Chair Marie Gabriel, Newham's Community Service Director Michael McGhee and Deputy Director Helen Green.

Technology

The visit started with Michael McGhee giving an overview of the different services the minister had come to see in action. Michael explained how the key to successful delivery of Community Services in Newham is the integration of new technology to allow for speedy interventions by staff, which prevents service users having to rely on acute service provision and A&E. He described how the development of mobile working allows Community Nurses to communicate efficiently with GPs, and how the technology can allow staff more control over their time.

Supporting the Homeless

Another key component to the Community Services strategy is the work they do with the homeless. Michael explained how this hard to reach group have many barriers to overcome in terms of accessing health care, so in order to make sure that the care that is provided really has an effect, community nurses work hard to allocate more time for them in appointments. Advances in applying technology allow this to happen.

Next stop for the Minister was to meet Newham's Clinical and Service lead Raguraman Padmanabhan, described by his colleagues as a pioneer in terms of overseeing the roll-out of the Trust's Telehealth system - another application of new technology which allows service users to take responsibility for monitoring their own health and supporting preventative strategies in health care.

Newham's Rapid Response Operational Manager Daniel Franey described to the Minister how the innovations made in his service also alleviated pressure on acute services elsewhere in the borough, with over 1800 referrals made to his service so far in 2018. The Minister for Care said this was 'a remarkable achievement.'

Summing up her impressions of the work done by Newham Community Services to embed strategies to prevent ill-health, the Minister of State for Care said: *"I have met with some outstanding teams here today and the work they are doing is truly beneficial, it has real impact on people's lives. It is clear that people are treated with care in Newham, and that care is incredibly well organised. We are committed to adding at least an extra five years to people's lives and the work being done here at the East London Foundation Trust is helping to make that happen."*

Integrated Care



THE Trust now serves a population of about 1.6 million people, with growth of another 70,000 by 2021, including an additional 20,000 people aged over 65. We work in some of the most diverse communities in the country, but also some of the most deprived. The growth of the population, the fact that people are living longer with more complex

health conditions, and the impact of wider determinants on health – for example poverty, poor housing, poor educational outcomes and unemployment – means that health and social care services are under greater pressure than ever before. We also know that whilst the Trust provides some very high quality services, many of the populations we serve continue to experience poor health and life outcomes, for example life expectancy of people with schizophrenia or learning disability.

So the challenge we have to face over the next few years is how, in the context of the above, we can improve outcomes, improve quality, and deliver good value.

There is a clear and developing consensus, nationally and internationally, that a big part of the answer lies in health and social care providers and commissioners working together more effectively, to deliver joined up integrated and person-centred care for people with the most complex needs (including children & young people, this is not just about adults!), and to collaborate to tackle the wider determinants of health.

The Five Year Forward View Next Steps lays out the ambition that England "will use the next several years to make the biggest national move to integrated care of any major western country". We fully expect the forthcoming NHS Long Term Plan to continue the momentum, with an even greater focus on how we as organisations, and the people working within our organisations, can work together to deliver more integrated services.

Within the Trust, we have now been on this journey for several years. We have some truly innovative and ground-breaking integrated services in place. For example in our primary care mental health services, our admission avoidance services, or the work we are doing to develop district nursing service teams around neighbourhoods (also known as primary care home or localities!).

In April this year, we launched our new Strategy, which for the first time includes a specific commitment to improving population health. We have already launched a number of quality improvement projects aimed at improving outcomes for priority populations within the Trusts directorates, and are working through a number of other exciting areas for next steps, so watch this space!

England's Chief Nurse Praises Violence Reduction During Visit



'CHANGING Perceptions of Violence in Forensic Services' was the theme of the presentation and talk given to two leading representatives of NHS England when they came to visit the Trust's Forensic Services at Homerton's John Howard Centre on Monday 19th November.

Professor Jane Cummings, Chief Nursing Officer for NHS England, and Jane Clegg, NHS England's Director of Nursing, were given a presentation by staff and service users which explained how they have successfully co-operated together to bring down incidents of verbal and physical violence across the whole site.

Lorraine Sanduza took Professor Cummings and Ms Clegg to meet staff and service users on the Morrison Ward and the site's Oasis Café afterwards.

The presentation started with Day Njovana, Head of Nursing and Associate Clinical Director of Safety, leading off with a description of how the initiative started back in 2012 as part of a collaboration with the Quality Improvement team.

"Gradually at first, service users felt safer and staff started to look forward to coming into work," he said.

A key part of reducing violence is making sure that service users feel that they are part of the process. 'What Grinds Your Gears?' was the name of the survey that encouraged everyone to speak up and say what they thought needed to change.

During the presentation a service user explained how she *"used to be a violent person, and I could speak in an offensive way but the new staff safety huddle changed this. They gave me a lot of care. I became a new person."*

"We are now at the point where both staff and patients are safer. People now have a daily forum where they can talk about problems, but more importantly, action for change is taken when needed."

Other areas targeted under the Violence Reduction Programme include a focus on how to reduce the use of restraint and seclusion across the wards. Lorna Hayes, clinical practice lead for Bow ward, explained how the length of time people spend on seclusion has gone down because staff and service user safety huddles are now embedded as routine practice.

After the presentation Professor Cummings said, *"The good work everyone at the Trust has done in violence reduction is something you should all be shouting from the rooftops."*

Above left (L-R): Chief Nurse Lorraine Sanduza with Jane Clegg and Jane Cummings
Below: Staff from the John Howard Centre



New Community Perinatal Mental Health Service



THE first members are in post for a new specialist perinatal mental health team that will deliver care across Bedfordshire and Luton from early 2019.

The county-wide community service will support women with mental health needs during pregnancy and up to one year postnatally.

The team will work alongside existing care coordinators and help to bridge the gap between antenatal and mental health services.

Operational lead Kara Greig said: *"This is an exciting project and there are opportunities to join the team. We are currently recruiting for additional team members so that we are all set."*

More details about the referrals process will be shared when the service goes live in 2019.

East London Perinatal Community Services Expands



IN March 2019, East London Perinatal Community Services will expand after funding was received as part of the NHS five year forward plan.

The service will continue to benefit from the involvement of service users actively participating shaping service development as well as enhanced staff training to help improve patients' experiences.

Twenty per cent of women experience mental health needs during the Perinatal period and new Government funding in June (2018) has helped the Trust improve access to specialist Perinatal care for women and children. The development is part of a wider initiative - known as the North East London Perinatal Sustainability and Transformation Partnership - with Perinatal services and the Trust working to ensure mothers and babies receive consistent care across north east London.

Implementation lead Parveen Bhatia explains: *"Women and their families will have increased access to Doctors, Specialist Nurses and Psychologists. We have created leadership roles and will introduce Community Nursery Nurse posts and Occupational Therapist into the Community Perinatal teams. This is an exciting time for women and their families and Perinatal services"*.

ePrescribing Trial Starts in Tower Hamlets



THE Trust is leading the way in NHS Digital Prescription Programme to further improve patient safety through the introduction of ePrescribing.

ELFT is one of 13 NHS Trusts that will be the first to receive a share of £78m to support electronic prescribing and medicines administration (ePMA).

It is receiving £740k for the project, which is being piloted at Mile End Hospital in Tower Hamlets and will be rolled out across all services early in 2019 on Thames House Ward. Other older adults wards based on the site will join the pilot shortly. The wards provide inpatient care to older people with mental health difficulties or dementia.

No More Paper Charts or Illegible Handwriting

ePrescribing will mean doing away with paper prescription charts and working from a computer screen to administer medication to inpatients. It will save time, improve safety and bring about improved outcomes for patients.

Nurses will not have to decipher illegible handwriting, and dosages and other drug information will be clearer. So it will dramatically reduce the risks of medication error and it will support clinical decisions about medication choice taking into account the individual's condition and other prescribed medication.

Safety Alerts

The system will also flag drug contraindications, allergies, and do 'hard stops' or alerts to stop a drug being dispensed if there are issues with existing medication or the individuals medical history.

Jennifer Melville, the Trust's Chief Pharmacist said,

"We plan to roll this out across all our sites to improve safety and practice in prescribing, dispensing and administering medication. This has been rolled out in other Trusts with good results so we are looking forward to getting similar benefits here."

Dr Paul Gilluley, Chief Medical Officer for ELFT, said: *"Our Trust places tremendous value on the role of digital technology in supporting our fantastic staff and their work to provide the best possible patient care."*

The move to ePrescribing means information will be clearer. It will save time, improve safety and bring about improved outcomes for patients."

Freedom to Speak Up Conference Hosted in Bedfordshire



THE Freedom to Speak Up team hosted its first conference in Bedford on 9 November 2018.

This was a good opportunity to hear about the experiences of our staff from Bedfordshire and to take away learning to improve the care we provide to service users and staff. The event was organised to guide managers in how to promote a culture of speaking up and how they can help colleagues who raise concerns.

Paediatrician Dr Kim Holt was the keynote speaker. Dr Holt was instrumental in raising concerns in the Baby P case and 'blew the whistle.' She has since founded a whistleblowers' support network, Patients First, to support those who find themselves in the position of needing to raise serious concerns.

Dr Holt encouraged managers to always be objective and treat everyone fairly – regardless of their role. She said, "An open culture doesn't blame an individual when things go wrong but is ready to look at the system and fix the problem."

Chief Nurse Lorraine Sunduza challenged the group to take responsibility as senior managers, saying, "It's not enough to be good managers, it's important to be a great leader. As we challenge others we also challenge ourselves."

The Trust Vice Chair Mary Elford noted that it was vital to create a culture that listens to all staff.

The conference also featured service users and staff talking about their experience of speaking up, the challenges they faced and why speaking up matters.

The conference was the second 'share and learn' event held for staff by the Trust's Freedom To Speak Up team.

The Trust's **Freedom To Speak Up Guardian**, Ade Dosunmu said "We have made great strides together but there is more we can do, individually and collectively. My message to staff is, never be afraid to raise concerns and always listen when colleagues speak up."

For more information on Freedom to Speak Up, email

elft.freedomtospeakup@nhs.net

Or contact one of the Freedom to Speak Up Ambassadors in Bedford:

Diane Adams diane.adams2@nhs.net or Ade Dosunmu, the Freedom to Speak Up Guardian adewunmi.dosunmu@nhs.net / 07867 140620



Bedfordshire Team Reduce Waiting List to Nil!



CONGRATULATIONS to the Rehabilitation & Enablement Service based at Shefford Health Centre in Bedfordshire. The team have managed to reduce a previously long waiting list of 16 weeks down to 0 through hard work and dedication.

Stephen Fry Joins PsychART 2018 Conference

STEPHEN Fry, actor, writer and director received rapturous applause at the PsychART 2018 Conference for his presentation on how the arts can work to open doors to the self and the world. As a champion of those who refuse to allow mental ill health to be a stigma, Stephen emphasised how the creative process is absolutely central for him in terms of what it means to be human.

PsychART is an annual conference that was founded by Psychiatry trainees in 2015. Its aim is to bring together professionals in the field to celebrate creativity and the role of the arts in therapeutic practice. This year, the Trust and ELFTArts as well as colleagues from the Royal College of Psychiatrists partnered with PsychART to produce and host the event in Jewry Street, in the heart of London's East End. The focus this year was very much to explore the role that the arts can play in the lives of those living with the challenges of mental ill health, as well as the rewarding experiences and opportunities available to those working in the field.

With a vast range of speakers and practitioners taking part, this year's event was proof positive that PsychART is on track to become an essential part of the calendar for those involved in strengthening mental health networks.

Summing up the day, The Trust's Chief Medical Officer, Dr. Paul Gilluley said, *"East London Foundation Trust is delighted to co-host the PsychArt 2018 Conference this year, and especially delighted to be able to welcome all the amazing speakers and performers that took part, including Stephen Fry, with his message that experiencing mental ill health is not something that should be stigmatized. The Trust will continue to seek out innovative and effective ways to support people in their journey back to wellbeing, and at the heart of that are the therapeutic arts."*



Let's Talk About Hearing Voices



THE Balaam Street Hearing Voices group meets weekly in Newham. Group members have been working on a booklet to share their stories of voice hearing to better educate professionals about this experience and as a resource for other voice hearers. One of the group, Sandeep, painted this picture to go on the cover.

WHAT ARE VOICES?

Voices are the experience of hearing something that others don't. It's estimated that between 3-10% of the population hear voices at some point in their life. There is a vast range of experience in what people hear. Some people describe their voices as supportive and comforting, others find their voices irritating and distracting and for some the voices can be threatening and distressing.

WHAT ARE HEARING VOICES GROUPS?

Hearing Voices Groups offer a safe space where those who hear voices can come together for mutual support. There are over 180 groups across the UK and many more groups around the world.

They are run as peer support groups where every member is viewed as having expertise through their lived experience. All perspectives on voice hearing are respected and no single model for understanding voice hearing dominates.

The first Hearing Voices Network was founded in the Netherlands in 1987 by Dutch psychiatrist Marius Romme and was followed by the founding of the UK network in 1988. A central idea is that voices have meaning to the person hearing them and that it's possible to find strategies to cope with them. For further information check out the national Hearing Voices Network website

www.hearing-voices.org

Tower Hamlets CAMHS in the News About Impressive Waiting Times

ITV News visited the Trust's Tower Hamlets CAMHS service to interview specialist psychiatric staff about the services they provide and how they cope with increasing pressure on resources. Young peoples' mental health came into focus following the release of the Children's Commissioner for England's national survey in November into mental health provision for young people. It is the first indepth survey of its kind for over ten years and highlights a marked rise in mental distress among young people overall, with one in 18 pre-school children found to have at least one mental disorder.

The survey also singled out the pressure on resources in terms of rising waiting times for young people to see a specialist. Significantly, Tower Hamlets CAMHS are bucking this national trend with a maximum five week wait for youngsters to see someone locally. Nationally, only 30% of services are able to reach this goal.

Despite being one of the most economically deprived boroughs in the country, Tower Hamlets CAMHS expects this waiting time statistic to reduce still further next year, partly thanks to extra funding from local commissioners and NHS England coming on stream.

Psychological Therapies Lead Richard Simmonds and Associate Clinical Director Hanspeter Dorner explained to ITV News that they agreed with the broad thrust of the Children's Commissioner survey in that demands on services are increasing, but, as General Manager Bill Williams noted, *"CAMHS services provided in Tower Hamlets have real impact, with a mosaic of specialist services in place, staffed by highly motivated teams and backed up by a Trust that gives them meaningful, real support."*

Thought-Provoking Partnership Conference



L-R: Graham Fawcett, Paul Binfield, Alan Simpson, Frank Röhrich, Debra Salmon, David Kingdon and Tim Kendall.

RENOWNED speakers and delegates from across the country took part in a thought-provoking conference hosted by ELFT and City, University of London. The conference took place on 1 November to explore and challenge key issues in mental health care.

Titled and posing the question: **Care Programme Approach in Mental Health Care: past, present and future – time to move on?**, it captured the interest of nearly 200 delegates from across the UK. Many had heard about an innovative recovery focused approach to care planning developed and implemented in the Trust and were keen to hear the initial results of an evaluation undertaken by researchers at the university.

Care Programme Approach
Speakers outlined the historical context to developments and explored whether the Care Programme Approach (CPA) model, now nearly 30 years old, is still relevant today following changes in thinking about the delivery of mental health care, the increasing involvement of service users, and a focus on recovery.

Professor Simpson said, *"This was an excellent opportunity to explore and discuss this exciting innovation in care delivery and the initial results of our evaluation. We have had great feedback from delegates who came from afar as Cornwall and Guernsey."*

Lived Experience

Speakers included experts by experience, Sidney Millin and Felicity Stocker, ELFT's Head of People Participation Paul Binfield, Dr Graham Fawcett and Professor Frank Röhrich, who had all been involved in developing the new process.

Professor Tim Kendall, National Clinical Director for Mental Health NHS England outlined how the new developments in care planning that include greater involvement of service users, resonated with nationwide changes in the organisation of community mental healthcare.

Staff Voice

Positive staff experiences in using the new care planning process were highlighted by Dr Sally Barlow and Dr Martin Cartwright (City, University of London) who presented initial results of the independent evaluation.

Professors Tom Burns, David Kingdon and Alan Simpson outlined the historical background and Professor Stefan Priebe presented the research evidence from trials on patient related outcome measures and a structured solution focused engagement (DIALOG+) underpinning recent developments, before Dr Sri Kalidindi concluded by summarising the importance of care planning in good rehabilitation services.

Professor Frank Röhrich said: *"Our new approach to care planning has attracted a lot of attention and this event allowed us to discuss our experiences and the results of the evaluation with service users, carers, clinicians, service managers and national leaders in policy developments. It was a great example of the partnership between the Trust and the university."*

The partnership conference was organised by Alan Simpson, Professor of Collaborative Mental Health Nursing from the Centre for Mental Health Research, and Professor Frank Röhrich, ELFT's Medical Director for Research and Medical Education.

Interview with Tanya Carter, Director of Human Resources



IN this feature, we hear from Tanya Carter, ELFT's not-so-new Director of Human Resources who was appointed in July 2018. Find out what her priorities are, her ideas to retain good staff, and who she would love to be stuck in a lift with!

Becoming Director of Human Resources in a fast growing developing organisation of 5500 staff is a huge undertaking. What has been your main focus in the first 6 months?

The task ahead, at first, was daunting.

However, as I have grown and developed within ELFT, this has given me a good grounding to be able to be successful in this challenge. My priorities are:

- To implement the Workforce Plan to support the new Trust Strategy.
- Implement the Equalities Plan for staff and to outline key metrics for improvement
- Improve the way we support staff wellbeing encompassing the physical, emotional and financial wellbeing of staff as this will enable staff to provide better patient care.

What do you think already works well in ELFT? I would say our culture. I've worked in many places and there's nowhere like ELFT. I love the innovation and the scope to do new and different things. One of my challenges is how to include People Participation in more HR processes.

What areas do you want to focus on to support the organisation as it moves forward? Improving our WRES indicators and the experience of staff. (WRES stands for Workforce Race Equality Standard) 24% of respondents in last year's National Staff Survey said they had experienced bullying and harassment. That's not congruent with ELFT's culture and values. I and the rest of the Executive team want to address this challenge with network leads, our Freedom to Speak Up Guardian and Staffside/union colleagues.

Dignity and respect in the workplace is important to you. What are your impressions and experience of the culture in ELFT? My impression and experience at ELFT is that you can be who you are. That everyone has something to contribute. ELFT embraces and celebrates difference and inclusivity. At a recent event, someone said *"diversity is like being invited to the party and inclusivity is like being asked to dance"*.

In a sentence, say why someone should come and work at ELFT! Because they allow you to 'break the rules' within reason to improve patient care.

As well as attracting staff to work for us, retention is important. How can ELFT hold on to good staff? We have an amazing brand. We're about to trial 'Stay Conversations' because we want to prevent people from leaving before it's too late, and hopefully reduce the numbers of staff that leave within the first 2 years of joining ELFT.

What did you want to be when you were growing up? I wanted to be a journalist and then a fashion designer. I somehow fell in to HR and have not looked back.

Who inspires you or has inspired you in your life? My mum inspires me. I vowed to achieve all of the things that she wasn't able to. I've always wanted to make my mum proud.

If you were on the TV programme Come Dine With Me, what would be your winning menu? Well..... I'm pretty good in the kitchen and I love to entertain. My winning menu would be: Starter - King prawns in a white wine sauce; Pan fried fillets of sea bass with a balsamic and red onion glaze. Garlic and herb roasted any tomatoes and baby potatoes and seasonal veg for mains: Desert - Chocolate fondant with a raspberry coulis and Madagascan vanilla ice cream (all homemade). Followed by Irish liquor coffee.

If you were stuck in the lift for an hour with three celebrities, what would be your dream team and what would you talk about? Michelle Obama and Karren Brady. I can't think of a third. We would talk about how they have become successful women, and find out their advice to others in terms of confidence and ambition, and becoming women of influence.

#PurpleLightUp Campaign



3 December 2018 was International Day of Persons with Disabilities.

The #PurpleLightUp campaign celebrated the contribution of disabled people across the globe with liberal use of the colour purple. ELFTAbility, the Trust's Disabled Staff Network, made sure ELFT was on the map in every hue of purple. Staff attending the Trust's Induction Day were greeted with purple balloons. ELFTAbility's new logo was launched at the first session. Many wore purple and staff were invited to make a Purple Pledge on Twitter to show support for Disabled colleagues.

The Disabled Staff Network has been renamed ELFTAbility or as they cleverly put it in their strapline, they aim to take the Dis out of disability at work.



Brexit: Supporting EU Healthcare Staff and Contingency Planning

THE Trust has been holding Brexit Contingency Planning meetings to anticipate and identify issues that could impact on the organisation in the event of a 'No Deal' exit arrangement from the European Union. The Committee has been considering staffing, supply chains, equipment sources and stock control

The Board have been keen to support EU staff who will be affected by the impending Brexit changes. Staff originating from the European Union staff have been invited to attend information sessions with the Trust's solicitors for an update and guidance on how Brexit could impact on them. Staff have been involved in a pilot to test an App developed by Government. The downloaded app takes the applicant through a step by step process to apply to remain in the UK. Staff report that the App is very easy to use.

Non Executive Director Ken in FT Top 30 LGBT+ List



CONGRATULATIONS to Non Executive Director, Ken Batty, who appears in the Financial Times Outstanding 30 LGBT+ Public Sector Executives 2018. Number 16 to be precise.

As well as being a Non-Executive Director here at the Trust, Ken is also a lay member of the Speaker's Committee for Independent Parliamentary Standards Authority and a Trustee of Regent's University, London. Ken prides himself on being a completely out board member, who speaks up on LGBT+ issues.

Learning Disability Takes Centre Stage

ELFT held its first ever Learning Disability Conference for 150 staff in Euston. Learning Disabilities services are a big part of the Trust's portfolio of services ELFT which it provides across the patch from east London to Bedfordshire.



Introducing the conference, Clinical Director Dr Sanjay Nelson told attendees that the aim of the event was to see how LD fits into the Trust's new strategy and how people participation can be used to improve the service.

Trust CEO Navina Evans told the conference that the NHS needs to 'look to our friends and communities, and people with learning disabilities who have something really important to contribute to the service'.

Other speakers included the inspirational Gavin Harding, now an LD advisor to NHS England, who told of his traumatic experiences while a service user at an assessment and treatment centre in the north east of England. As a result he set up Voices for People, a self-advocacy group to support service users.

Gavin has gone on to become the first mayor in the country with learning disabilities when he took up the ceremonial robes in Selby, North Yorkshire, and has been further honoured with a MBE.

Also speaking was Dr Jean O'Hara, National Clinical Director for LD, who updated staff about the NHS's long-term plan for learning disability and autism.

Other speakers:

- Anne Webster - Interim Head of Learning Disability Nursing at NHSE
- Auze Chitewe from our QI team
- Professor Angela Hassiotis - Professor in Intellectual Disability in the Division of Psychiatry at UCL and honorary Consultant Psychiatrist at the Camden Learning Disability Team
- Dr Emily Handley-Cole - National Premature Mortality Governance and Development Lead, and London Regional Coordinator for the LeDeR Programme
- Closing by Mary Elford- Vice Chair, ELFT



100 Nurses, 100 Ideas



ON 30 November, 100 mental health nurses who have joined the Trust in the last year convened to talk about 'What is Good Practice in Mental Health?' It was an opportunity for the nurses to learn about other services and approaches in the Trust and build connections with their colleagues beyond the service they work in.

Being Open and Transparent

The nurses found they had a lot in common. Prioritising the patient and providing better patient care was often mentioned. And acting when things don't go well. Chief executive Dr Navina Evans concurred with the points made saying, *"We all get it wrong from time to time. But we put patients and families at the heart of all we do. That's why it's important to be transparent and open especially when we make mistakes"*

Self-Care

Discussion moved to how staff can practice self-care to cope and manage the stress that invariably comes when working in high pressure situations supporting people who are unwell. Self-help tools for nurses. Art therapy practices were identified as a useful way to release stress and clear your mind. Nurses can apply these tools both in work and personal situations. As well as physical actions such as mindful breathing, improving posture and exercise and movement.

Networking and Support

All participants had the opportunity to learn about services across the Trust by connecting with each other through speed networking exercise. Everyone returned to their day jobs a knowing more colleagues and knowing a bit more about the organisation than they did at the beginning of the day.

ELFT Staff Go to Ghana



IN late October, a group of ELFT staff travelled to Ghana as volunteers to support the Besstel Child and Adult Psychiatric Foundation mental health awareness campaign. The charity

supports local psychiatric hospitals by raising mental health awareness in the country to address stigma. Staff volunteers, Dr Stephen Attard (Consultant Forensic Psychiatrist), Susanna Bolton (Pharmacist), Marianne Bolton (Occupational Therapist), Stella Nutakor (Community Psychiatric Nurse) and Hilda Blankson (Nutritionist) provided psycho-education sessions. As you can see, they made sure they had some good reading material during the trip!

The Foundation is working closely with Ankafu Psychiatric Hospital and their long term plan is to adopt and refurbish a ward and implement the recovery model of care, through fund raising and partnership activities.

Back in UK, the charity supports people with a mental illness in the African and Afro Caribbean community in Hackney, and their families by holding a support group every third Sunday of the month at Kingsmead Community Centre in Hackney. Volunteer mental health professionals provide free support and advice.

Besstel Child & Adult Psychiatric Foundation is a registered Mental Health Charity in both UK and Ghana.

Independent Review of the Mental Health Act

THE long awaited review of the Mental Health Act addresses rising rates of detention, the disproportionate number of BME people detained under the Act and the need to modernise. A Crisis House run in partnership with ELFT services in Tower Hamlets is mentioned (p 104) as an example of good practice.

<https://www.gov.uk/government/publications/modernising-the-mental-health-act-final-report-from-the-independent-review>



Farewell to Governors



AT the November Council of Governors Meeting and Celebration Event, we said farewell to and celebrated the achievements of our outgoing Governors. Rubina Shaikh, outgoing Governor for Bedford Borough, had this message for our new Governors:

My heartfelt thanks go to all who supported me as a Governor.

Governors, as my partners, you came in all forms: problem solvers; confidence boosters; tension diffusers; the activists, the optimists and the pessimists; the workaholics, the impatient and the slow-but-sure; and the leaders. You all brought the best out of me, for which I am very grateful.

I entreat all newcomers to maximise your potential by utilising fully the opportunities and support that is available to you. Three years ago I see a shy me, with dented confidence.

By embracing help, I quickly rose through the ranks and my colleagues elected me as Assistant Deputy Chair and Acting Lead Governor. I stand here today full of confidence. This can be your story, too.

And finally, to everyone, I wish you success. I will miss you all.

Rubina Shaikh, Former Bedford Borough Governor

Meet Your New Governors



Current and New Governors at the Governors Celebration Event

FOLLOWING the 2018 Governor Elections, newly elected Governors have now taken up their roles as of 1 November 2018 and completed their induction with the Trust to get a better understanding of their role and responsibilities. You can see photos of your new Governor and re-elected Governor representatives below. We also have a new appointed Governor for Bedford Borough.

You can find out more about Governors on our website under the *Get Involved* section and meet Governors at meetings and events held throughout the year.

New Governors



Above L-R: Laura-Jane Connolly - Rest of England, Victoria Aidoo-Annan - Staff, Caroline Diehl - Hackney, Beverley Morris - Hackney



Above L-R: Phillip Ross - Tower Hamlets, Carol Ann Leatherby - Newham, Felicity Stocker - Bedford Borough, John Mingay - Appointed Bedford Borough

Re-elected Governors



Above L-R: Larry Smith - Central Bedfordshire, Ernell Diana Watson - Newham, Shirley Biro - Newham, Katherine Corbett - Staff, Keith Williams - Luton

Three New Non Executive Directors Join ELFT



THREE new Non-Executive Directors joined the Trust Board on 1 November 2018 each bringing a wealth of experience to the Trust. The appointments are for three years.

Anit Chandarana has a background in finance and has worked in a variety of large organisations in senior leadership roles including Network Rail, Shell Oil and Sainsburys. He was formerly also a Non-Executive Director for Permanent Way Institution and is the Trustee Chair for NR Pension Scheme.

ELFT has seven Non-Executive directors. The new Non-Executive appointees will replace Kingsley

Peter, Paul Hendrick and Millie Banerjee CBE who have come to the end of their tenure.

Eileen Taylor is an experienced investment banker with 38 years of experience in global leadership roles based in the UK, US and Asia, more recently with Deutsche Bank. She also has a track record of working with her local community at a grass roots level, specifically through her role on the Board of East London Business Alliance (ELBA).

Aamir Ahmad has extensive commercial experience particularly in building and developing businesses, specifically in retail. He was Lloyds TSB Asian Entrepreneur of the Year in 2008. He has also been a youth worker and foster carer.

Marie Gabriel, Chair of the Trust, said:

"I am delighted to welcome Aamir, Anit and Eileen to the ELFT Board. They have already begun to work with us, before their official start date and it is obvious that they will make a valuable contribution

to the Board, individually and collectively. ELFT will benefit from their experiences from other sectors and obvious enthusiasm, particularly in supporting staff, creating value and how to ensure organisations are organised to meet the needs and aspirations of those they serve.

I would like to pay tribute to our outgoing Non-Executive Directors: Kingsley Peter, Millie Banerjee and Paul Hendrick, and thank them for their outstanding contribution to our journey. I also thank Millie for her continued support as transition to the new team"

The Role of Non-Executive Director

The role of a non-executive director is to bring knowledge and experience from outside walks of life and to represent the voice of the public within the organisation. Non-executives also chair committees within the Trust.

Dates for Your Diary

Consultation Events in February 2019 - We Need Your Views!



Our members, staff, service users, carers and anyone with an interest in helping us to continue to improve our services are welcome to attend one of our local Annual Plan Consultation Events in February 2019. Local events are planned for Newham, Tower Hamlets, City and Hackney, Bedfordshire and Luton where you can hear

orough specific updates about our services from senior staff and then feedback your suggestions to help us plan and shape our services. You will also have the opportunity to ask questions. Refreshments and a light lunch will be available.

Book your place to attend your local event and to help us manage catering numbers.

Please email elft.membership@nhs.net or call us on 0800 032 7297 and let us know your name and the event(s) you would like to attend.

TOWER HAMLETS:

Monday 4 February 2019, 12:30pm – 3:00pm
Main Hall, Professional Development Centre, 229 Bethnal Green Road, London E2 6AB

CITY & HACKNEY:

Monday 11 February 2019, 12:30pm – 3:00pm
Lecture Theatre, Education Centre, St Joseph's Hospice, Mare Street, London E8 4SA

BEDFORDSHIRE:

Wednesday 13 February 2019, 12:30pm – 3:00pm
St Andrews Church, Kimbolton Road, Bedford MK40 2PF

NEWHAM:

Wednesday 20 February 2019, 1:30pm – 4:00pm – Please note the time is different to all the other events.
Old Town Hall, Stratford, 29 The Broadway, London E15 4BQ

LUTON:

Monday 25 February 2019, 12:30pm – 3:00pm
Tokko Youth Centre, 7 Gordon Street, Luton LU1 2QP

TRUST WIDE ANNUAL PLAN MEETING:

Tuesday 12 March 2019, 5:00pm – 7:00pm
Ground Floor, UNISON Centre, 130 Euston Road, London NW1 2AY
The emerging themes from each of the local events will be fed back at this Trust Wide meeting. Trust Chair Marie Gabriel, Chief Executive Navina Evans and other key senior staff will attend to hear your views and take questions.

Book your place by emailing elft.membership@nhs.net or call 0800 032 7297.

Stakeholders Lunch Meetings

(Formerly known as Members' Working Lunch Meeting)

These meetings provide a great opportunity for all of our stakeholders which includes our members, staff, service users, carers and anyone with an interest in our services to hear up to date information about Trust services, meet and hear from Governors and participate in open discussions.

Booking is required to help us manage catering numbers.

Email elft.membership@nhs.net or call us on 0800 032 7297

London Stakeholders Lunch Meetings

Wednesday 30 January 2019, 1:00pm – 3:00pm
Rooms USG 19 and 20, University Square Stratford Campus, 1 Salway Road, London E15 1NF

Bedfordshire Stakeholders Lunch Meeting/ Bedfordshire Annual Plan Consultation Event 2019

At this joint meeting service Directors and senior staff will present and listen to your views about our services in Bedford Borough and Central Bedfordshire.

Wednesday 13 February 2019,
12:30pm – 3:00pm – please note the different time for this meeting.

St Andrews Church, Kimbolton Road, Bedford MK40 2PF

Luton Stakeholder Lunch Meeting

Tuesday 26 March 2019, 1:00pm – 3:00pm
Tokko Youth Centre, 7 Gordon Street, Luton LU1 2QP

Get in touch with Membership

If you are not already a member of ELFT, you can join online at www.elft.nhs.uk or email elft.membership@nhs.net or call us on 0800 032 7297. Providing us with your email address when you join as a member will mean we will be able to send you more information about our meetings and events. If you are already a member, please get in touch with us to make sure we have your up to date email address.

Nurse Marks 40 Years in the NHS



MARY Everritt, Lead TB Nurse at Bedfordshire Community Health Services has recently celebrated an amazing 40 years of NHS service. The BCHS specialist nurses team are very proud of Mary and her contribution to health care over such a long career in the NHS.

Friendly Faces at Bedfordshire Careers Event



FRIENDLY faces have been promoting career opportunities with the Trust at a jobs fair in Bedfordshire.

More than 300 school and college students, residents, parents and teachers attended the Find Your Future event at The Rufus Centre in Flitwick on Thursday 28 November.

The hugely popular event was organised for visitors to learn about career pathways and job opportunities that local businesses have to offer.

Staff from HR, Bedfordshire CAMHS, Bedfordshire Wellbeing Service and Bedfordshire Community Health Services (BCHS) attended to share their experiences of working for a CQC outstanding-rated Trust.

BCHS Practice Development Lead Ed Phillips was present and sporting a newly-sprouted moustache in support of Movember, which promotes fundraising and awareness for men's health issues.

He has raised £250 so far but is pretty sure his 'mo' won't be hanging about.

"I am delighted to have raised money for a good cause but my wife hates the moustache," he said.



FINAL WORD from the Chair

WE are approaching that time of year again when we start to think about endings and beginnings. Looking back over 2018, I find that time and again on my travels around the Trust, I am humbled. Humbled by the sheer dedication and hard work of all our staff; by service user and carer willingness to work with us to drive improvement; and the focused joint endeavour that we have with Governors and Partners. I know that with such efforts we will propel the Trust towards our ambition of integrated care and improved population. Thank you all.

2018 was also a year where new friends were made; with Bedfordshire and Luton Community Health joining us, and a year that saw the start of a new relationship with colleagues from Cambridgeshire Community Services NHS Trust. Exciting times.

Many will know that I love to celebrate and 2018 has been a great year for celebrations and anniversaries: seventy years of the NHS, Britain's favourite institution; Windrush 70 that marked the importance contribution of BME staff to NHS; and 100 years since women began to achieve the vote. ELFT also celebrated some firsts, our first very successful presence at Gay Pride and our incredible participation in Purple Light Campaign as part of the International Day of Disabled people.

Celebrating is about raising awareness, making a commitment, actively showing support, seeking to fulfil our commitment to be 'inclusive' and it is also a recognition that we have a way to go. So, although we have come quite far as a Trust to ensure everyone, staff and service users, is treated fairly, there is still a road to travel. Navina and I have made personal commitments not only within the Trust but nationally to further inclusion and equality, to move from plans and words to concrete progress. As a Board, we have a particular focus on eliminating bullying and harassment.

We also have much expertise within the organisation to help guide what we should do, particularly amongst our staff and service users. We need you to continue to step forward to share your experiences, to identify solutions and to hold us to account for progress. There will be different opportunities to do so.

This year, our Freedom to Speak Up Guardian has been working very hard to give you the space to say what you want to say, with conferences and events already held and more planned for 2019. I also hope all staff completed the staff survey. The Board uses this information to better understand our challenges and to then work with you to improve.

Our staff network conferences are now firmly embedded in the Trust calendar – our LGBT+ conference is set for February, our Women's Conference in March, our BME conference for April and a Summer AbilityELFT Network for Disabled staff. Key actions for improvement will be agreed so please take part and share your experiences, views and ideas.

Creating a truly inclusive organisation, where people know that they belong, are valued and respected, have control over their work, care or contribution, are actively involved in improvement and yes, enjoy being here – is a shared goal. At the end of 2019 let's make sure we can look back and see measurable progress, including being able to identify our own individual contribution.

Hope you have an enjoyable festive season and Happy New Year!

Marie Gabriel

@MarieELFT